

Library Board of Trustees Orientation

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Administrative Board	5
Advisory Board	6
City	7
County	8
Regional	9
Bylaws	10-14
Recruitment	15
Appointment	16
Oath of Office	17-18
Terms of Office	19
D & O insurance	24-25
How boards conduct business	27-28
Freedom of Information Act	29
Golden Rules	30-32
Board Meeting	33-35
Meeting Minutes	36-39
Executive Session	40
Basic Duties	42
Working Together: Legal	44-45
Conflict of Interest	46-47
Working Together: Budget	49-50
Working Together: Policies	51-52
Top Ten Polices for every library	53-55
Working Together: Personnel	56
Trustees Report	58-59
Annual Public Library Survey	60
State Aid	63-69
Evaluating the Library Director	70-74
Hiring a new Director	75-85
Evaluating the board	86-91
Advocacy	92-97
Friends of the Library	98
Associations and Continuing Education	100

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Administrative Board

Appointed to office—**oath of office** taken within 10 days

Full Administrative responsibility and control of the library finances and policy development.

Term of 5 years —see 14-14-705 2(F) pg. 53 Arkansas Public Library Laws Annotated.

No less than 5 members—no more than 7 members if formed after 1998

Power to contract and be contracted with... to sue and to be sued

- No board member shall be liable in court individually for an act performed as a board member *unless* the damages caused were the results of the board member's malicious act.

Advisory Board

Furnish advice, gather information, make recommendations

Appointed by the county judge/city mayor—no oath of office

Numbers determined by ordinance—any number allowable.

Term shall not exceed 3 years

Does NOT have the power to administer programs or set policy

14-14-705 County Advisory or Administrative boards

City Library Board of Trustees-- administrative

13-2-502 Board of Trustees

Appointed by the Mayor, approved by the city council or governing body

- Takes the oath of office prior to beginning service
- Terms of 5 years
- chosen from the citizens at large
- Cannot move from city during term
- 4 consecutive meetings missed is cause for removal

Empowered to coordinate any and all public library services for their city under an inter local cooperation agreement (creation of a county library system)

Receives no compensation

County Library Board of Trustees-- administrative

Members appointed by the County Judge, and confirmed by the Quorum Court (members of the Quorum Court may not serve on County boards)

Oath of office within 10 days—filed with County Clerk

No less than 5 –no more than 7

5 year terms--**No member shall be appointed for more than 2 consecutive terms**

Board members must reside in the county

A representative from each city public library board should be a member of the county board

Receives no compensation

Must abide by the laws governing the conduct of all county boards **14-14-705 County advisory or administrative boards**

Regional Library Board of Trustees-- administrative

13-2-904 Creation of a regional library system & 13-2-904, Board of Trustees

County or city trustee representatives from each member library **(have already taken the oaths of office for their city or county board)**

- Number of trustees agreed upon by the governing bodies of the cities or counties
- Members must be residents of the city or county they represent
- Vacancies filled by those who fill the vacancies of the representative boards—city mayor or county judge
- ***Meet at least one (1) time within each calendar quarter.***
- 3 consecutive missed meetings is grounds for dismissal
- Receive no compensation—but **can be reimbursed for travel and mileage expenses if made policy by the board.**

Board Bylaws

“The trustees shall make and adopt such bylaws, rules and regulations for their own guidance as they see fit.”

This applies when the board of trustees is first formed.

Established boards should already have a set of bylaws in place.

Board bylaws should be reviewed annually and revised as needed.

Articles often included in bylaws

Identification

- library
- establishment of board
- Mission statement of board/ library

Membership

- appointments and terms of office
- meeting attendance
- grounds for dismissal
- Filling vacancies

Articles often included in bylaws cont.

Officers

- Title
- Appointment
- term
- replacement
- duties
- proxy

Remember—every trustee has only one vote and not even the office of President grants additional power, only additional duties

Officers include President, Vice President, Fiscal Officer, Keeper of the minutes/Secretary

Articles often included in bylaws cont.

Meetings

- Regular meetings
- Emergency/special meetings
- Agendas and notices
- Quorum
- Open meetings and executive session
- Parliamentary authority (each library should have a copy of Robert's Rules of Order)
- Public participation

Articles often included in bylaws cont.

Committees including but not limited to...

- Policy committee
- Audit committee
- Endowment committee
- Fund raising committee

Duties of the Board of Trustees

Conflict of Interest

Library Director

Indemnification

Amending the bylaws

Trustee Recruitment

Focus on the future of the library not the present or the past.

Look for **qualities** rather than **qualifications** —their passion and commitment to the improvement and success of the library is the only qualification.

Be specific about what is required and desired. (the Mary Poppins nanny ad)

Ruth's rule of marriage: find out how they fight BEFORE they take an oath for a long term commitment!

Trustee appointment

City mayor or county judge offer the appointment to the candidate by letter

- Library name
- Terms of appointment
- Requirements of attendance
- No compensation –exception a regional board with policy for travel and mileage
- Conflict of interest
- Library mission statement

Oath of office

Within 10 days of appointment (County) /Before beginning duties (city)

- Name of board
- Ordinance reference number establishing the board
- Name of the board member
- Date of appointment
- Expiration date of appointment

Record of oath of office for each board member should be kept on file at the city or county clerks office.

City: 13-2-502 .Board of Trustees (a) (3)

Before entering upon the duties of their office, the trustees shall make oath or affirmation before some judicial officer that they will discharge the duties enjoined upon them.

County: 14-14-705 . County advisory or administrative boards

(3) Boards Generally (C) All board members appointed to either an advisory or administrative board shall subscribe to the oath of office within ten (10) days from the date of appointment. Evidence of oath of office shall be filed with the county clerk. Failure to do so shall be deemed to constitute rejection of the office, and the county judge shall appoint a board member to fill the vacancy.

General Oath of office –Constitution of the State of Arkansas.

Article 19 - Section 20 -Oath of Office

Senators and Representatives and all judicial and executive, State and county officers, and all other officers, both civil and military, before entering on the duties of their respective offices shall take and subscribe to the following oath of affirmation.

"I, _____ do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution of the State of Arkansas, and that I will faithfully discharge the duties of the office of _____, upon which I am now about to enter."

Source:

<http://www.arkleg.state.ar.us/data/constitution/const7.html#sec20oathofoffice>

Terms of Office

13-2-502 Board of Trustees (city)

(2) however, all trustees appointed after 1998 shall serve terms of five (5) years and until their successors are appointed and qualified. Any trustee may succeed himself or herself in office.

Note: It is strongly advised that board members for city boards write it into their bylaws that board members succeed themselves only once and serve a maximum of two consecutive terms

4-14-705 County advisory or administrative boards

(3) BOARDS GENERALLY (A) No board member, either advisory or administrative shall be appointed for more than two (2) consecutive terms.

The Library Director should provide new Trustees with the following information “kit”

1. Promotional information about all library services
2. A staff list with position descriptions
3. A brief library history
4. A library mission statement
5. A library policy manual
6. The minutes of the last year of board meetings
7. A current budget and information on how the library is funded
8. A copy of the library’s long range plan
9. The most recent annual reports
10. Statistical reports on circulation and library services
11. A community analysis with demographic and employment trends
12. A schedule of regular board meetings and meeting locations
13. A copy of the Library Board Bylaws
14. Contact and term information for the other members of the library board

My Library System

Official Name of the Library System

Funding Agencies

Fiscal Year runs from _____ **to**

(month, day) (month, day)

Funding for the current fiscal year (FY20_ _)

State Funding	\$	_____
Local Funding	\$	_____
Generated Income (fines, fees)	\$	_____
Gifts and donations	\$	_____
TOTAL Library System Budget	\$	_____

Usage Statistics for the Last Fiscal Year (FY 20_ _)

Registered Borrowers	_____	as of % of population
Circulation (check outs)	_____	per capita _____
Library visits	_____	per capita _____
# of Children's programs	_____	
total attendance	_____	
# of Teen Programs	_____	
total attendance	_____	
# of Adult programs	_____	
total attendance	_____	

Notes and other information

My Library System

Official Name _____

Location Address	Directors/Branch Manager	phone	County Served
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Regional Board

Board member name _____ (President)

Contact Information

County Board

Board member name _____ (President)

Contact Information

Library Board for _____ Library

Board member name _____ (President)

Contact Information

My Library

Library

Official Name _____

Address _____

Phone: _____

Fax: _____

Director _____

County (Counties) served _____

Library Board

Name	phone	Term begins	Term ends
_____ (P)	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Funding for the Current Fiscal Year ()

Local Funding City	\$ _____
Local Funding County	\$ _____
Generated Income (fines/Fees)	\$ _____
State Funding	\$ _____
Gifts and Donations	\$ _____
TOTAL Library Budget	\$ _____

Usage Statistics for the Last Fiscal Year ()

Registered Borrowers	_____
of population	_____
Circulation (check outs)	_____
per capita	_____
Library Visits	_____
per capita	_____
Total # of programs	_____
Total Attendance	_____

%

Directors and Offices Insurance

Federal and state laws may protect individuals from harm in a lawsuit if they have acted in good faith but that won't stop people from trying and the cost to defend yourself can be significant.

The board as a whole can make the decision to cover any costs for defense of a member or members IF there is no judgment against them. If they are found guilty, the costs of their attempt at defense is their own.

Director's and Officers insurance can cover individual board members or the board as a whole

Find out if you are covered by your system, county or regional headquarters or by your city or county government.

Companies providing D&O to Arkansas Public Libraries

Bohrer, Croxdale and McAdoo, but the actual company is National Casualty Company, 16 North Carroll St, Ste. 209, Madison, WI 53703-2738, tel. 1-800-423-7675.

CNA
http://www.cnapro.com/html/Our_Products/OurProducts_DO.html

Carolina Casualty Company
<http://www.carolinacas.com/>

Philadelphia Insurance Company

<https://www.phly.com/products/FlexiPlusFive.aspx>

First Delta 400 Plaza St
West Helena, AR 72390
(870) 572-1777

Campbell & Company, Russellville, AR
\$1,500 for 5 Board Members + Secretary (Library Director)
<http://www.campbellco.cc/>

Farmers Insurance Group
<http://www.farmers.com/business/liability/>

Arkansas Association of Counties
<http://www.arcounties.org/>

Public Library Law

Copies available online at the Arkansas State Library website www.library.arkansas.gov

Be certain that your board has legal representation

—state library staff can only refer you to the laws applicable to your situation or question

Use laws for the general operation of county administrative boards as your guide for city and regional board policies and practices—example—the law that prevents a county board member from a third consecutive term of office.

Public Library Law: How all boards should conduct business

14-14-707. Conduct of affairs of county boards

(b) **Meeting Dates and Notification.** All boards should by rule apply for the date, time and place of regular monthly meetings or other regularly scheduled meetings. This information shall be filed with the county court and notification of all meetings shall be conducted as established by law for public meetings.

(c) **Special Meetings.** Special meetings may be called by two (2) or more board members upon written notification of all members not less than two (2) calendar prior to the calendar day fixed for the time of the meeting.

(d) **Quorum.** A majority of board members shall constitute a quorum for the purpose of conducting business and exercising powers and responsibilities. Board action may be taken by a majority vote of those present and voting unless the ordinance creating the board requires otherwise.

- It is strongly advised that city board pattern themselves after county board code of conduct—especially if participating in a regional library containing both county and city boards

How all boards should conduct business cont.

14-14-707. Conduct of affairs of county boards. Cont.

- (e) **Organization and Voting.** At its initial meeting of a quorum of members, each county board shall elect one (1) of their members to serve as a chairperson of the board for the term of one (1) year. The chairperson shall thereafter preside over the board throughout his/her term as chairperson. In the absence of the chairperson, a quorum of the board may select one (1) of its members to preside and conduct the affairs of the board.
- (f) **Minutes.** All boards shall provide for the keeping of written minutes which include the final vote on all board actions indicating the vote of each individual member on the question.

Freedom of Information Act

All Board meetings—with the exception of Executive sessions are open to the public

All board meeting minutes can be viewed by the public upon request.

- Keep a copy in the library but do not allow patrons to leave the library with it.

Copies of meeting minutes can be requested through the Freedom of Information Act.

Written communications between board members can be requested through the Freedom of information act.

- Do not discuss board business with each other outside of a board meeting by text or email
- Communications concerning board business on personal devices used for board business can be included in an FOI request
- **Provide board members with a library email address for communications about board meetings.**

Golden (Red) Rules for Library Board Members

Leave the actual management of the library to the Library Director! It is the responsibility of the library board to hire a qualified library director. The library director is then responsible for the hiring and supervision of any other library staff and is charged with the daily operations of the library. The library board should be doing a yearly review of the director's job performance.

All rules and policies must be approved by a quorum of the board at a scheduled meeting. You cannot conduct legal business if there is not a quorum of board members present. The library director should be present at all board meetings.

One Body, One Voice! Once the agenda item in question has been discussed and a vote has been taken, a quorum or majority will decide the outcome. Once that decision has been properly recorded into the minutes and adopted into the library policies you must not express your own personal criticism of that decision to the library staff or the general public.

Golden (red) Rules

- **What happens at the board meeting stays at the board meeting!** Do not divulge information from executive sessions of the board or any information regarding future board actions until *after* those actions are officially undertaken.
- **Do not listen to tattletales or gossips!** There is a **chain of communication**.

Library staff/ public ➡ library director ➡ city or county board ➡
(regional director / regional board)

(Regional board ➡ regional director ➡ city or county Boards ➡
library director ➡ library staff/public

- **Be ready, be willing but most importantly, be there!** If you cannot attend regularly scheduled meetings, you will be asked to resign from the board. 13-2-502 (2) (d) (1) The removal of any trustee permanently from the city or his or her absence from four (4) consecutive meetings of the board without due explanation of absence shall render his or her office as trustee vacant.

Chain of Communication

every day use...

- Trustee visiting the library = library patron
 - **If you are made aware of a problem= submit an agenda item**
Tell the staff person “All that I can do for you right now is submit this issue as an agenda item for the next meeting. I would like you to attend the meeting for this discussion.”
- Assigned to gather information= meeting minutes must show who has been assigned to gather what information.
- The minutes of the last board meeting and the agenda for the upcoming meeting should be sent out prior to the next board meeting so that board members can prepare discussion points and questions.
- **Do not begin discussion via phone calls or email prior to the board meetings.**

The Board Meeting

The library director should work with the president of the board to set the agenda –board members or the public may contact the board president with agenda items

The library director will then provide the necessary materials and information to prepare each member of the board for the meeting.

- Materials sent out prior to the meeting should include
 - **Agenda**
 - **Minutes of the last meeting**
 - Monthly financial report
 - Monthly bills statement
 - Any background information necessary to make an informed decision on agenda items.
 - Director /committee/ department reports

Meeting Announcement

All meetings should be announced prior to their scheduled date. A simple newspaper announcement can read like this:

The Arkansas State Library Board will meet Friday, November 12, 2010 at 10am in the Bessie Moore conference room of the Arkansas State Library. Items on the agenda include state aid, MLS scholarship programs, library budget and department reports.

The Meeting

Keep the meeting moving forward efficiently so that all business can be transacted in the allotted time. It is the role of the board president to give each board member a chance to speak and ask questions, but not to allow any one board member to monopolize the discussion.

Now is the time to ask questions of the director or staff in attendance. *You must never approach library staff or other board members outside of a scheduled meeting to discuss library business. Remember the chain of communication!*

Meetings are also an appropriate place for trustee training and education. Library staff, State Library consultants, or outside experts can be asked to make short presentations to the board.

Meeting Minutes

Someone must be assigned to take meeting minutes—NOT an active participant

Recording is allowed but must be transcribed later

Official minutes must be kept indefinitely and latest set should be immediately available at the library or city/county clerk's office.

FOIA—**copies** of minutes or specific portions of minutes can be requested through the Freedom of Information Act.

❖ **This does include any emails concerning library board business—even on your personal accounts and devices!**

How to Take Board Meeting Minutes

Minutes from a board meeting are more than mere notes, and must be kept with the highest possible degree of accuracy.

Before the Meeting

- Prepare a template—include places for:
 - Date, time and place
 - Name of organization
 - Type of meeting—monthly, special, emergency
 - Name of chairperson/president—Name of secretary (minute keeper)
 - List of attendees—list of apologies of absentees
- **obtain a copy of the meeting agenda in advance.**
- obtain or create a seating chart -- The seating chart will help you identify which board member is speaking at any given time.

For meetings held via conference call, ask the board president to remind everyone to identify themselves by first and last name before contributing to the discussion.

During the Meeting

- Any recording equipment should be activated just before the meeting is called to order and allowed to continue running until the board meeting is formally closed.
- The individual charged with keeping the minutes should sit in a location where it is simple to confer with the person presiding. This makes it possible to discreetly indicate that something should be repeated or clarified for the official record.
- The minutes should reflect both the location of the line item on the official agenda and the order that the line items were actually brought before the board.
- note any motions that come before the Board. The data should also **include who made the motion, who seconded the motion**, and any discussion relevant to the motion, while it is on the table.
- The minutes should also reflect the final tally of votes for and against the motion, as well as the final form of the approved resolution.

The result of the vote. If the vote succeeds, write "motion carried." If it fails, write "motion failed."

If a motion is amended, simply alter the wording of the motion in your notes. Unless the amendment is controversial and provokes a lot of discussion, there is no need to record that an amendment occurred

- Obtain copies of any reports given at the meeting or any other materials distributed to board members—summarize oral reports
- Attach copies of items distributed to minutes or not their location

After the Meeting

- Once the board meeting is completed, the transcription process should begin immediately, while the experience is fresh in the mind of the transcriber.
- The first draft of the minutes should be compared with the audio recording of the board meeting. Any changes or adjustments necessary should be made.
- Once the transcriber is confident of the accuracy of the documented minutes, copies should be circulated to all board members to ensure there are no miscommunications regarding the content of the meeting. Doing so will help to shorten any discussion regarding formal approval of the minutes at the next board meeting.

It is important to note that taking minutes and keeping general notes are very different tasks. Notes only have to reflect the intent and meaning of the remarks made, while minutes must accurately capture every word that is spoken in the meeting. Because the minutes become part of the permanent record of the company and may contain specific directives that will influence the future operations of the business, all possible strategies to ensure the completeness and accuracy of the minutes must be utilized.

<https://meetingtomorrow.com/content-library/how-to-take-board-meeting-minutes>

Open meetings Vs. Executive meetings

- **25-19-106. Open public meetings**

- (a) Except as otherwise specifically provided by law, all meetings formal or informal, special or regular, of the governing bodies of all municipalities, counties, townships, and school districts and all boards, bureaus, commissions or organizations of the State of Arkansas, except grand juries, supported wholly or in part by public funds or expending public funds, shall be public meetings.
- (b) (1) The time and place of each regular meeting shall be furnished to anyone who requests the information.
- (c) (1) **Executive sessions** will be permitted only for the purpose of considering employment, appointment, promotion, demotion, disciplining, or resignation of any public officer or employee. The specific purpose of the executive session shall be announced in public before going into executive session.
- (4) No resolution, ordinance, rule, contract, regulation or motion considered or arrived at in executive session will be legal unless, following the executive session, the public body reconvenes in public session and presents and votes on the resolution, ordinance, rule, contract, regulation or motion.

Board Duties

“The board of trustees does not manage the library or become involved in the daily operational issues”

“Because the library director is ultimately responsible for the design and implementation of services as well as oversight and evaluation of staff, he or she must have full responsibility and accountability for them.”

Sally Gardner Reed and Jillian Kalonick The Complete Library
Trustee Handbook For the Association of Library Trustees,
Advocates, Friends and Foundations

Basic duties

- Create and develop the mission of the library;
- Select, hire and regularly evaluate a qualified library director;
- Secure adequate funding for the library's service program;
- Exercise fiduciary responsibility for the use of public and private funds;
- Adopt policies and rules regarding library governance and use;
- Regularly plan and evaluate the library's service program;
- Maintain a facility that meets the library's and community's needs;
- Promote the library in the local community and in society in general;
- Conduct the business of the library in an open and ethical manner in compliance with all applicable laws and regulations and with respect for the institution, staff and public.

Working Together In General...

TRUSTEES

1. Become a member of the Arkansas Library Association—there is a division for Trustees—and of the American Library Association/ ALTAFF
2. Know your community
3. Be part of the planning process for new services... Listen to your director and review results.
4. Establish goals for the library and help create a long term plan. Do a yearly review of library goals—success, failure, or simply needing alteration.

DIRECTORS

1. Membership in the Arkansas Library Association and ALA. Staff should be given the opportunity to be members of ArLA, ALA or Arkansas Library Paraprofessionals.
2. Know your community
3. Plan, propose and implement new services. Present results to the board for review.
4. Lead staff through the daily work of pursuing library goals. Keep the board informed about challenges, obstacles or changes that affect the pursuit of library goals.

Working Together Legal...

TRUSTEES

1. Do NOT conduct library business if there is not a quorum of board members in attendance. The library director should be in attendance.
 - A. Arkansas Public Library Law 14-14-707 (d) Quorum.
2. Be familiar with the public library laws of Arkansas.
3. Review and approve proposed policy changes. Be sure to approve them in a scheduled/announced meeting with a quorum of board members and have them noted into the official minutes, and then properly adopted to the library's policy manual.

DIRECTORS

1. Attend all board meetings. Do not accept or implement library business conducted at a meeting without a quorum of board members in attendance.
2. Be familiar with the public library laws of Arkansas
3. Bring proposed changes to policies or new policies to the board for review and approval and proper adoption into the policy manual. Next, make your staff and the public aware of the new policies.

Working Together Legal...

TRUSTEES

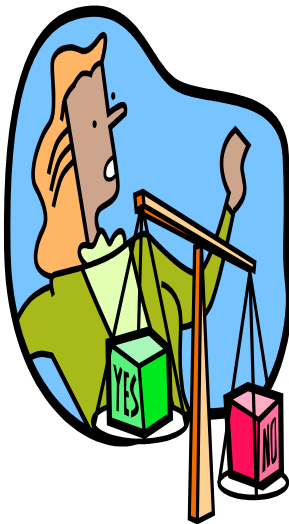
4. Follow the written library policy when the board receives or expends any library money or property.
5. Evaluate and approve agreements or contracts with companies, institutions or individuals for services, equipment, materials and buildings for the library.
 - A. Selection committees made up of selected members of the board can work with the director to bring their choice before the board for a vote. **No individual action should ever be taken. Be wary of conflict of interest.**

DIRECTORS

4. Will handle or will hire appropriate staff to handle ordering and purchasing—the day to day expenditure library funds for operations. Will provide financial statements and billing records to the board at scheduled meetings.
5. Inform the board of the need for services, repairs, materials etc. When the board has chosen the company, institution or individual the director will arrange for the contracts or other agreements.

Conflict of interest

By definition a conflict of interest is a conflict between one's obligation to the public good and one's self-interest, as in the case of a public officeholder who owns stock in a company seeking government contracts.



Example of Conflict of Interest Policy

Anytown Public Library

Conflict of Interest Policy

Officers, Board Members and Employees

No board member or committee member of the Anytown Public Library shall derive any personal profit or gain, directly or indirectly, by reason of his or her participation on the board. Other than compensation, no employee shall derive any personal profit or gain, directly or indirectly, by reason of his or her employment by the Anytown Public Library except through activities that may facilitate professional advancement or contribute to the profession such as publications and professional service and have been fully disclosed to the board.

Each individual shall disclose to the board any personal interest which he or she may have in any matter pending before the board and shall refrain from participation in any decision on such a matter.

Members of Anytown Public Library Board, committees and staff shall refrain from obtaining any list of library patrons that results in personal benefit.

Statement of Associations

This is to certify that I, except as described on the reverse of this sheet, am not now nor at any time during the past year have been:

A participant, directly or indirectly, in any arrangement, agreement, investment, or other activity with any vendor, supplier, or other party doing business with Anytown Public Library

that has resulted or could result in personal benefit to me.

Any exceptions to the above are stated on the reverse of this sheet with a full description of the transactions, whether direct or indirect, which I have (or have had during the past year) with persons or organizations having transactions with Anytown Public Library.

Signature: _____ Date: _____

Printed Name: _____

Anytown Public Library position _____

Working Together Legal...

TRUSTEES

6. Conduct an annual review of the library's buildings and grounds. Do an annual check of insurance coverage for both buildings and contents.
7. Be active in the support of beneficial library legislation on local, state, and federal levels.

DIRECTORS

6. Review maintenance agreements/schedules/contracts for the library's buildings and grounds. Provide the board with an accurate annual inventory of library property and materials.
7. Be active in the support of beneficial library legislation on local, state, and federal levels. Keep your board informed.

Working Together

Library Budget

TRUSTEES

1. Know the library's financial situation!
 - A. How is the library funded
 - B. Know policies regarding fines and fees
 - C. Know policies for gifts, donations and endowments.
 - D. Be supportive of bond issues and millage campaigns.
2. Work with the director to develop an annual budget that will encompass both the day to day operations but also the long term goals for the library for growth and service.
3. Support the director when the budget is presented to any funding entities such as the city, county or state or simply to the general public.

DIRECTORS

1. Provide monthly financial reports to the board. Answer any questions they have about the day to day expenditures of the library.
2. Work with the board to develop an annual budget. Make them aware of day to day operations expenses so that they are not surprised.
3. Present the budget to any funding entity such as the city, county or state or simply the general public. A copy of you annual budget should be sent to the State Library for your files.

Working Together

Library Budget

TRUSTEES

4. Develop a set of policies for the formal acceptance or rejection of gifts and endowments. Remember, these are also “library funds” and need to be kept separate from any other city or county funds. *You may also keep these monies separate from your regional funds if you have policies in place to do so with funds donated specifically to your library.*
5. Make sure that the library budget includes funds for training of board members and library staff
6. Designate a portion of the budget to creating a strong public relations campaign!

DIRECTORS

4. Assist in the creation of policies for the formal acceptance or rejection of gifts and endowments.
5. Inform the board of training opportunities that would be valuable to your staff and to them as trustees.
6. Promote the library! Bookmarks, fliers, signs, billboards, any means you can think of that your staff can implement!

Working Together

Library Policy

TRUSTEES

1. Work **with** the recommendations and information provided by the library director
2. The board will approve new policies or policy changes and have them recorded in the minutes of the meeting.
3. Listen to the library director if he/she comes back to you with a review of the policies once they have been put into action. Not everything works out as anticipated.

DIRECTORS

1. The director will recommend policies to the board.
2. Will inform the library staff and the public of the new or changed policies.
3. Report to the board on the success of a new policy or give an unsweetened report of its need for amendment. Library staff have to “live with” the policies so they are the best judge of their success. Be honest with your board.

What is your role? Policy

Four tests of legally defensible policies...

1. The policy must comply with current law
2. The policy and all penalties applied to that policy must be reasonable
3. The policy must be clear and easy to understand for both staff and patrons
4. The policy must be applied without discrimination
5. Policies are not carved in stone. All policies your undergo regular review and **can be revised as needed.**

Top 10 Library Policies Every Small Community Library Should Have

1. Collection Development Policy

Selection and de-selection criteria including different formats (media, e-Books, downloadable books, databases)

Handling donations

Challenged Materials Policy (including a form patron can fill out)

ALA Library Bill of Rights

- Freedom to Read

- Freedom to View

- Free Access to Libraries for Minors

2. Library Card and Circulation Policy

Requirements for library card (adult, family, youth, group, nonresident)

Checkout periods (including media, downloadable books)

Fees (replacement card, late fees, damaged items)

3. Confidentiality of Patron Records

Library Bill of Rights

State laws (regulations)

USA PATRIOT Act Policy Compliance

Record Detention

Law enforcement inquiry

Providing borrower-related information concerning a minor to parent / guardian

4. Patron Responsibilities and Conduct Policy

Expected behaviors (including cell phone use, food and drink, animals on library property)

Consequences of unacceptable behavior

Patron appeal

5. Personnel / Volunteer Policy

Harassment

Whistleblower protection

Dress code

6. Safety and Security Policy

Disaster and emergency plan (evacuations routes, vital records)

Documenting incidents and emergencies

Child safety / unattended children in the library

7. Meeting Room Policy

Responsibilities (care, setup)

Right to use

Reservations (form)

8. Library Displays, Exhibits and Bulletin Board Policies

Criteria (e.g. supporting library's collection, non-profit organization)

Who makes a decision

9. Library Services

Reference

Chat, email a librarian, blog

Proctoring

Reserves

Interlibrary Loan

Tutorials

Programming (youth, adult, family)

Services to patrons with special needs

Reviewing services on regular basis

10. Internet / Technology Use

Acceptable use of public stations (time limits, who can use them, how are the users made aware of the policy)

Acceptable use of wireless (how are the users made aware of the policy)

Web filtering (including Patron request for unblocking the content)

Youth

Printing, scanning (limit, charge?)

Pornography viewing on public computers (including what to do if another patron reports someone else viewing pornography)

Level of assistance staff provides to patrons

Working Together Personnel

TRUSTEES

1. Employ a competent and qualified library director!
2. Work with the library director to develop and adopt written personnel policies.
3. Be sure to have policies in place for
 - a) Offering competitive salaries
 - b) Procedures for hiring and firing staff
 - c) Fringe benefits such as paid sick leave, paid vacation or annual leave, holidays, unpaid leave and insurance.
 - d) Creation of a schedule

DIRECTOR

1. Responsible for hiring, firing and the day to day supervision of all other library staff.
2. Keep the board informed of the positions you need to fully staff the library, make sure they understand the duties involved with each position and your expectations for staff performance.
3. Use the policies approved by the board for staffing the library

Working Together

Public Relations

TRUSTEES

Be a personal library user!

Be prepared to promote the library and its services in your business and social relationships—have a short “commercial” that you can say to anyone in a minute or two.

Make connections with local and state officials

Learn about and actively support legislation to improve library services on a local, state and national level

DIRECTORS

Will create a welcoming environment for library patrons, develop a staff that is helpful and maintain a high level of service.

Will create and maintain a public relations program for the library that will make it much easier for you “think of something to say”

Maintain a positive relationship with the media

Actively support legislation to improve library services on a local, state and national level.

Trustee's Report

13-2-509. Trustee's report

At the end of every fiscal year the trustees shall report to the city council and file a copy of the report with the Arkansas State Library Board.

Regional Library: 13-2-906 Annual reports

At the end of each calendar year, the board of trustees of every regional library system shall make a report to the governing body in the county or counties or municipality or municipalities wherein the board serves, showing the condition of the system during the year and other statistics and information as the board deems of public interest.

Audits: 13-2-905. Powers and duties

(f) Cause an annual audit to be performed in accordance with Arkansas law for audits of local government entities:

This information is also required for the **Annual Public Library Survey** conducted by the Institute of Museum and Library Services (IMLS) **Completing the survey on time is a requirement for the release of the 4th quarter state aid funds.** Survey due date is April 15th. All information is collected for the prior fiscal year.

The report must include...

-
1. An itemized statement of the various sums of money received from the library fund and other sources;
 2. A statement of the number of books and periodical available for use and the number and character thereof circulated
 3. A statement of the real and personal property received by devise, bequest, purchase, gift or otherwise;
 4. A statement of the character of any extension of library service that may have been undertaken;
 5. A statement of the financial requirements of the library for the ensuing year; and
 6. Any other statistics, information or suggestions that might be of interest.

Annual Public Library Survey

- Released every spring for the previous Fiscal Year, (The 2018 fiscal year data will be submitted March of 2019)
- April 15th is the deadline
 - Follow up questions from the American Institute of Research may come by end of summer
- Federal questions and state level questions
- Submitted through Bibliostat Collect
 - Headquarters submit information for all branches
- Bibliostat Connect can help compare libraries but data is 2 years old
- State Data Coordinator can provide data from most current survey. Contact Ruth Hyatt ruth@library.Arkansas.gov

Arkansas State Library Historical Files

The Arkansas State Library keeps a set of historical files for every library, system and region. Items held in the historical file are submitted by the libraries and include:

- Legal documents—ordinances and inter local agreements required reports
- budgets
- audits
- disaster plans
- technology plans
- long range plans
- policies
- bylaws
- procedure manuals
- news clippings
- photos
- and other miscellaneous items.

Arkansas State Library

Carolyn Ashcraft, State Librarian

carolyn@library.arkansas.gov

Jennifer Chilcoat, Deputy Director

jenniferc@library.arkansas.gov

Jennifer Wann, Manager of Library Development

jennwann@library.arkansas.gov

Available Services from State Library staff

Consulting services

Reference assistance

Patents

Government documents

Center for the Book

Continuing Education

Blind and Physically Handicapped Services

State Aid

State Aid to public libraries is distributed via a formula that contains 3 components

- 1. per capita**--provides a base level of funding for all participants who qualify for State Aid.
- 2. MLS Award**—was put into the formula in order to offset the limited local funds which are available to provide the Director's salary and to assist the local library board with increasing the salary to a fair market value.
- 3. Multi-County Region**—provides \$12,000 per county to assist in the establishment of and maintenance of the regional system.

Fluctuations in the Fiscal Year totals have varied due to the availability of funds and changes in the list of participants qualified for the funding (i.e. MLS degrees earned, regional systems splitting up or new participants added as they fulfill the requirements to apply for State Aid) **The Arkansas State Library Board approves the distribution formula on an annual basis.** Determination of how best to use the funds is left to the discretion of the local library boards, as they are the ones who have a clear understanding of the needs within their local service area and a thorough knowledge of the budget situation.

Qualifying for State Aid

STANDARDS FOR STATE AID TO PUBLIC LIBRARIES

Authorized by Act 489, Acts of Arkansas, 1979

1.0 ORGANIZATION

1.1 All county libraries, including those in county or regional systems, shall be organized in accordance with Act 244 of 1927. All city libraries, including those in county or regional systems, shall be organized in accordance with Act 177 of 1931.

13-2-407. Joint City-county and regional public library systems.

Subchapter 9 Regional Library System Law

13-2-901 title

13-2-902 Purpose

13-2-903 Creation of a regional library system

13-2-904. Board of Trustees

13-2-905. Powers and duties

13-2-906. Annual Reports

13-2-907. Contracts for library services and with other libraries.

1.2 County and city libraries shall provide evidence to the State Library Board of organization and operation as a department of county or municipal government. [Original Ordinance](#)

1.3 Public library systems composed of county and/or city libraries shall provide evidence to the State Library Board of organization and operation under the provisions of a formal interlocal agreement, as provided in Section 90, Act 742 of 1977. [Create an inter-local agreement 13-2-903](#)

[Approved by all local authorities](#) [Send us a copy for you historical file](#)

2.0 GOVERNANCE

2.1 Policies for city, county, and regional library systems shall be established by legally constituted administrative boards, comprised of trustees serving designated terms, conducting regularly scheduled meetings, preferably not less than quarterly, and functioning with recorded bylaws and policies which are on file with the State Library.

List of board members

Terms/ copies of oaths of office

Copy of board bylaws

Schedule of their meetings

Copies of policies

2.2 The library shall comply with the Civil Rights Act of 1964 and shall provide library service for all residents.

file— Cities or counties should have a non discrimination policy on
send us a copy

2.3 The library director shall submit quarterly, annual, and special reports as required to the State Library and to local boards.

13-2-906 Annual reports accessible in March and due April Annual Public Library Survey—15th

The fact that the librarian is giving regular reports to the board and to the counties/cities should be reflected in their board meeting minutes—we can request them if necessary.

2.4 City, county, and regional library systems shall provide the State Library with a county, and regional library systems shall provide the State Library with a copy of a current long range plan developed for the purpose of guiding the public library administration in the attainment of goals and future planning.

If you do not have a long range plan at the time of your application for federal or state aid, you can file it with the State Library when it is completed and approved by the administrative board.

3.0 FINANCE

3.1 The State Library Board supports the concept that libraries or library systems serving populations greater than 50,000, with budgets in excess of \$250,000, can render more efficient, effective library service, and preference of support shall be given to the development of such systems.

[File your budget with the State Library Board](#)

3.2 All libraries shall maintain the one mill county or city library tax on real and personal property as authorized in Amendments 30 and 38 of the Arkansas Constitution.

[1 mil --if you had 1 mil but it was rolled back because of Amendment 55 it will still count](#)

3.3 All cities and counties should restore the library tax to the maximum permitted by law by not later than July 1, 1991.

[Submission of annual budget or financial report showing general revenue from the city or county apart from the millage, as well as donations, gifts, contributions and fund raising.](#)

3.4 Libraries should receive additional local support.

3.5 The annual budget for city, county, and regional libraries shall be filed with the State Library. The budget should reflect an amount equal to the previous annual budget, plus growth, with the allocation for materials reflecting comparable growth.

[Submission of a detailed annual budget](#)

4.0 PERSONNEL

4.1 City, county, and regional library systems participating in the State Aid to Public Libraries program shall be administered by a qualified librarian. A Master's degree in Library Science awarded through a program accredited by the American Library Association is recognized as the minimum qualifying degree.

Submission of job descriptions

4.2 Systems employing a new head librarian or director after September 1, 1988, must provide the State Library Board with evidence of a qualifying library degree in order to continue participation in the State Aid to Public Libraries program.

Proof of an ALA accredited Masters of Library Science degree earned by librarian

4.3 Public library staff members should be well trained and qualified for their position. They should be encouraged to participate in continuing education and training programs to improve library skills.

Staff participation in CE efforts should be documented in the minutes of the board meetings-- State Library staff may request the minutes if necessary

4.4 All libraries should have adequate support staff, with no employee receiving less than the current minimum wage.

Submitted budget should show that all wages are set above minimum wage

5.0 FACILITIES

5.1 The county or city government shall provide a suitable building for headquarters operation and adequate quarters for necessary branches.

[Facilities details should be provided in the original ordinance and inter- local agreements](#)

6.0 RESOURCES AND RESOURCE SHARING

6.1 The library shall maintain a current collection of materials to serve all citizens.

[Copy of you approved collection development policy and inter-local agreement](#)

6.2 The library shall agree to provide interlibrary loan service to other libraries in Arkansas.

[Interlibrary loan policies](#)

6.3 The library shall coordinate services for the blind and physically handicapped with the sections of the Arkansas State Library which administer these services.

[Contact JD Hall at the Arkansas State Library 501-682-2855](#)

7.0 NOTIFICATION

7.1 If the State Library Board determines that a city, county, or regional library or system fails to qualify for participation in the State Aid to Public Libraries program, the State Librarian shall notify the board chairman and the library director via certified mail not later than fifteen working days following that determination.

8.0 RIGHT OF APPEAL

8.1 Upon determination by the State Library Board that a city, county, or regional library or system fails to qualify for participation in the State Aid to Public Libraries program, the library or system shall have the right to appeal that decision at the next scheduled meeting of the State Library Board. Intent to appeal must be filed in writing with the State Librarian not more than thirty days following receipt of a notice of failure to meet the standards.

8.2 All appeals shall be presented to the State Library Board in an open hearing, with the final determination to be made by the State Library Board.

8.3 The State Library Board may provisionally approve a city, county, or regional library or system for a period of time they deem sufficient to rectify deficiencies. The Board may grant additional waivers upon acceptance of satisfactory evidence of progress.

9.01.88

Evaluating the Library Director

The library board should be doing an annual evaluation of their director and the regional board should be doing an annual evaluation of the regional director. *This is the only evaluation that the library board is responsible for—the library director and department heads/supervisors evaluate all other library staff.*

Remember the chain of communication if you have issues with library staff.

The director's job description should be current. A yearly review of the position can help you make necessary changes to the job description.

The board can gather a lot of useful information about the daily running of the library or the region.

Your review gives the director formal feedback on their job performance and gives the board an official record of the director's performance for that year. This can be used by the board to either encourage and empower the director or to create a record of unsatisfactory performance necessary for disciplinary action or termination.

The board as a whole evaluates the director. The initial review can be done by a committee but the entire board must be present when the review is presented to the director for discussion, and when the final written evaluation is approved.

Evaluating the director

- **Base your performance review on 3 factors**

1. The director's performance of their job based on their written job description.
2. Their progress towards the goals and objectives from the previous year. How are you progressing through the long range plan?
*Note: Natural and man made disasters must be considered when evaluating progress toward long term goals.
3. The success of library programs and services. How did the director contribute to that success?

Evaluating the director

Key questions

- How well has the director utilized the resources available to him/her? Is library service provided efficiently and effectively at your public library?
- Does the community like and respect the director? Is he/she accessible? Do people enjoy coming to the library?
- Is the library in good financial shape? Does the director stay within the budget and provide clear and timely reports to the board? Does the annual budget, as initially drafted by the director, adequately reflect the needs for library service in the community? Is the director successful in obtaining necessary funding (with the help and involvement of the board)?
- Does the director communicate effectively to staff? Is he/she a good supervisor?

- **Trustee Essential 6:**
Evaluating the Director <http://dpi.wi.gov/pld/te6.html>

Evaluating the director

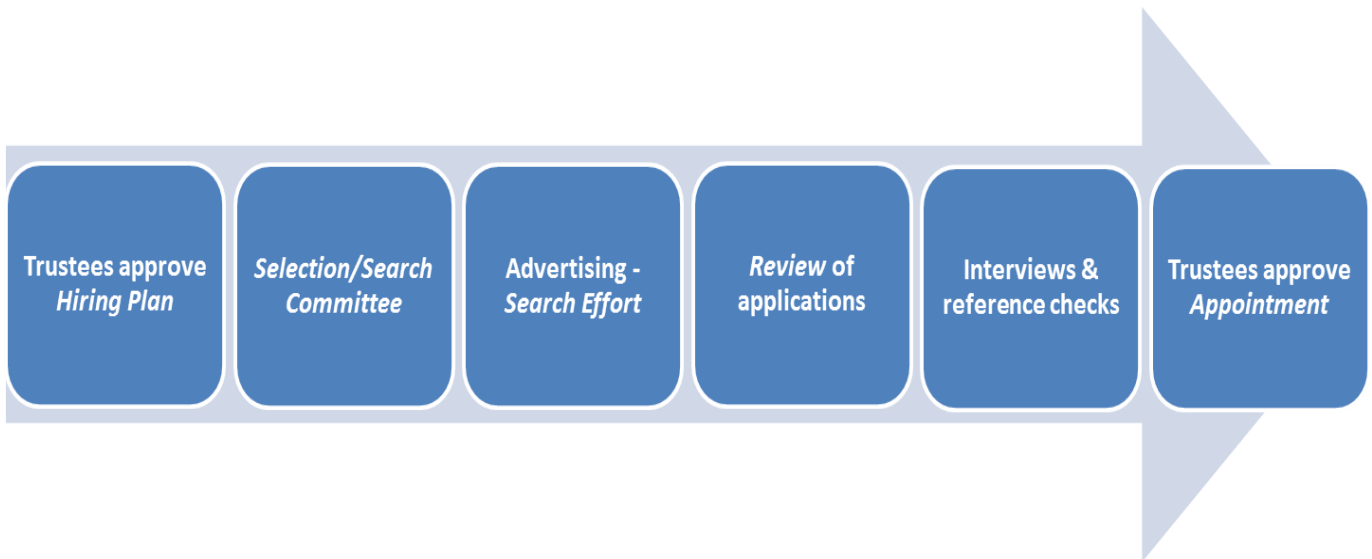
Key questions

- Is use of the library increasing? If not, why not?
(Success is not strictly the responsibility of the director, but of course she/he has direct influence.
- Is the director creative, willing to try new things and does he or she give considerable effort to making programs work?
- Does the director accurately and fully provide the board with the information you need to do your job?
Does the director provide the board with well considered advice?
- Has the director put appropriate effort into achievement of the annual objectives agreed to between the board and the director? Is the director striving to accomplish the goals and objectives of the library's long-range plan?
 - Trustee Essential 6:
Evaluating the Director <http://dpi.wi.gov/pld/te6.html>

Hiring a new Director - timeline:



3-6 months



Trustees approve HIRING PLAN

The ***Hiring Plan*** is a formal document that starts with the Library's Strategic Plan and set by the library board to identify the characteristics, skills, and attributes needed in the new executive position to achieve these goals. Included in the ***Hiring Plan***:

Job Description

A statement or metric that describes the most critical characteristics, skills and attributes desired

Description, development & appointment of the Selection/Search Committee, including the formal appointment of any HR consultants that will be assisting in the process

Set targets and deadlines for timeline

Appropriation of funds necessary to complete the search

SELECTION/SEARCH COMMITTEE

This committee should represent the community that is served by the library. It may include Board members or not. Members should be available to attend ALL meetings, ALL interviews. The committee proceeds according to the Hiring Plan. The committee should operate in accordance with all open meeting laws. The committee makes regular reports to the Board on their progress and must seek approval to deviate from the Hiring Plan. The primary activities of this committee include:

- Develops and places advertising for the position
- Articulates a process for fairly reviewing all applicants (using a matrix or other instrument) and identifying those that will be invited to interview
- Conducts initial review of the applicants
- Schedules and conducts interviews
- Conducts reference checks
- Presents a recommended hire to the Board

Advertising – SEARCH EFFORT

The Search/Selection Committee creates and places ads and uses other means to reach out to find qualified applicants, in accordance with the Hiring Plan and within the budget set by the Board. Adequate time must be allowed for placing ads, which may require more than month's lead time.

REVIEW of Applications

The process for reviewing applications should be set before the review begins. Every applicant should be subject to the same review process. The Search/Selection Committee must document this process and retain records of the review process.

INTERVIEWS and SELECTION

Applicants should be interviewed by the same group of people. Any specific processes or instruments used by the interviewers should be determined in advance. The Search/Selection Committee must document this process and retain records of the interview. The committee also checks references as part of the interview process. The committee's selection is actually a recommendation to the Board. Only the board or the governing municipality may make the appointment and that appointment should be made in a public meeting.

Trustees approve APPOINTMENT

The Search/Selection Committee reports on their recommendation(s) to the Board in a public meeting, answers questions and allows the board to pose questions before they deliberate and authorize an appointment to be made. At this time, the chair or president or their representative(s) will be identified to communicate and negotiate with the chosen applicant(s). **An OFFER LETTER should conclude this process noting details of salary, benefits, and terms of employment.** The board should make arrangements to introduce the new director to staff and community.

This TIMELINE is a recommended outline; Library Boards may be subject to municipal hiring rules and labor laws.

Hiring a New Library Director

CHECK LIST

CHECKLIST	RESOURCES
REVIEW/UPDATE Strategic Plan	Resource list from WebJunction
Create HIRING PLAN:	Wyoming Practical Guide , Massachusetts Director Search Process , Connecticut State Library Hiring Checklist ; Montana Trustee Handbook p. 28-32.
<ul style="list-style-type: none"> Update & approve JOB DESCRIPTION 	ALA JobList. , ARSL (rural/small) job board , O*Net job info database , Wisconsin Trustee Handbook (see p. TE5-5-8) Idaho State Library Results Oriented Job Description Sample Job Description
<ul style="list-style-type: none"> Establish SALARY RANGE 	US Dept. of Labor job information
<ul style="list-style-type: none"> Determine any PREFERENCES for hiring 	Check with state labor office
<ul style="list-style-type: none"> Set targets/deadlines & reporting expectations for Selection/Search Committee 	TimeLine
<ul style="list-style-type: none"> Appropriate funds for search 	
Identify SELECTION/SEARCH Committee:	
<ul style="list-style-type: none"> Plan and place ads 	Sample Job Ads
<ul style="list-style-type: none"> Set review process criteria for ranking candidates; interview questions (with approval of the full board) 	New Jersey State Library interview questions
<ul style="list-style-type: none"> Information packet to share with candidates 	Recruitment newsletter template
<ul style="list-style-type: none"> Review of applications; select & schedule interviews; advise 	Washington State Wiki (scroll down) ,
<ul style="list-style-type: none"> Interviews - retain documentation/notes 	Sample interview questions
<ul style="list-style-type: none"> Reference Checks – retain documentation/notes 	Sample reference check rubric
<ul style="list-style-type: none"> Recommendation to the Board from Search/Selection Committee: public meeting 	
Board member negotiates terms with leading candidate(s)	
Letter of appointment	Massachusetts Director Search Process p. 23 Sample offer letter
Public announcement and introduction of the New Director to staff and community; provide orientation for the New Director	New Director 101 COSLA video series
Advise candidates not selected of the decision.	Sample letter to candidates not selected; Sample -no interview- letter

SAMPLE JOB DESCRIPTIONS – Library Director

Trustee Essentials: A Handbook for Wisconsin Public Library Trustees

<http://pld.dpi.wi.gov/sites/default/files/imce/pld/pdf/handbook.pdf>

- Job descriptions, pg TE5-5-8

A Library Board's Practical Guide to Finding the Right Library Director

<http://will.state.wy.us/ldo/boards/GuideToFindingTheRightLibraryDirector.pdf>

Detroit Suburban Librarians' Roundtable Succession Planning Committee, 2005

- Sample job description on page 19-22

Director Search Process (Massachusetts, Revised 2013)

http://mbclc.state.ma.us/advisory/trustees/director_search.pdf

- Job description, pg. 10

Example:

Customer Service Vision Statement

Anytown Public Library is committed to providing excellent service to its community. Staff members are expected to interact with all patrons and staff with courtesy and respect.

Definition

Under administration of the Library Board of Trustees, this exempt position is responsible for day-to-day library operations. The director deals responsibly with patron problems and emergencies to maintain a safe and pleasant work environment. The director is responsible for supervision of all employees.

Responsibilities and Duties Include

- A. Provides friendly, courteous and accurate service to all users
- B. Provides a leadership role in the library
- C. Responds to patron requests, suggestions and complaints
- D. Evaluates operations and activities of the library, plans for future needs, develops library collections and services and adopts and implements new services
- E. Advocates for the library by serving as the official representative of the library in the community and throughout the library field and by speaking before community, civic and other groups about the library's services
- F. Establishes and maintains effective working relationships with library patrons, other governmental agencies, civic and community groups and the general public
- G. Develops staff job descriptions, recommends and administers personnel policies involving hiring, evaluating, promoting and terminating staff
- H. Directly supervises the Management Team; indirectly supervises all library employees
- I. Defines expectations for staff performances, oversees and implements the staff evaluation process

- J. Promotes staff morale through communication, staff meetings, in-service programs and staff trainings
 - K. Supervises and encourages staff members continuing education
 - L. Maintains neatness of public areas including desks, counters, shelves, tables and personal space visible to public
 - M. Attends library board meetings and committee meetings and serves as a resource for the library board
-
- N. Develops and submits an annual budget and monthly financial reports to the library board
 - O. Formulates and recommends policies to the library board and implements board adopted policies and library procedures
 - P. Monitors and approves appropriations and expenditures
 - Q. Prepares legal documents, files required documents, publishes required notices
 - R. Oversees grant proposals and submissions
 - S. Creates, organizes and implements solicitation of donations and/or gifts to the library, reviews and acknowledges receipt of donations and/or gifts
 - T. Monitors, oversees and evaluates the cost and adequacy of insurance coverage, services provided by insurance companies and insurance proposals and provide recommendations for the library board
 - U. Oversees the automation and technology needs and maintenance of the library, implements new technology as appropriate
 - V. Attends library and professional meetings and participates in regional and statewide professional activities

Knowledge, Skills and Abilities

- A. Knowledge of library philosophies, practices, procedures and technologies
- B. Ability to set priorities, make decisions, and exercise discretion with patrons and staff
- C. Ability to think analytically and to exercise initiative
- D. Ability to prioritize work, meet established deadlines, delegate duties and attend to detail as appropriate
- E. Ability to handle multiple and simultaneous tasks
- F. Ability to develop and implement policies and procedures
- G. Ability to establish and maintain effective relationships with staff and with local and regional media
- H. Ability to hire, train, supervise, discipline and evaluate staff at all levels of experience
- I. Ability to work effectively as a team
- J. Knowledge of library budgetary and fiscal practices and library law
- K. Knowledge of computers and the Internet, especially integrated library systems software, Microsoft Office, and similar software programs
- L. Ability to communicate effectively, both in writing and orally and to prepare and present reports and other information in the appropriate format
- M. Ability to work the hours needed to complete responsibilities of Library Director

Qualifications:

- A. MLS from an ALA accredited program
- B. Five years library experience
- C. Two years supervisory experience
- D. Position requires day, evening and weekend hours
- E. Access to transportation

Sample Library Director Job Ad



The Anytown Public Library is currently accepting resumes and seeking highly qualified applicants for the position of Library Director.

Reporting directly to the Board of Trustees, the Library Director is responsible for overseeing all aspects of Library operations to efficiently and effectively serve the public needs. We are seeking a candidate with strong communication skills and progressively responsible library service.

Interested persons should apply by submitting a resume, cover letter and three references to libraryboard@anytownlibrary.org. Questions may be directed to the same address.

Additional Examples:

A Library Board's Practical Guide to Finding the Right Library Director

<http://will.state.wy.us/ldo/boards/GuideToFindingTheRightLibraryDirector.pdf>

Detroit Suburban Librarians' Roundtable Succession Planning Committee, 2005

- Sample job postings pg. 23-27

Director Search Process (Massachusetts, Revised 2013)

http://mblic.state.ma.us/advisory/trustees/director_search.pdf

- Examples of advertisements, pg. 12

Evaluating the library board

Every library board should do an annual self assessment to determine their effectiveness.

Use your by laws to evaluate individual performance, conduct, and attendance.

Consider your decision making process—is it efficient or bogged down in unnecessary debate? Is one personality dominating the discussion? Are you asking enough questions before decisions are voted on or do you often find that you were not as informed as you should have been?

Is everyone following the golden (red) rules and the chain of communication?

Whose term is about to end? Who should be the next president of the board? Who in the community might be a suitable candidate for board membership?

Questions

1. Have I participated in a formal orientation about my organization, my duties and responsibilities as a board member, and my governance and fiduciary responsibilities under state law?
2. Does the board operate under a written set of bylaws and follow the laws that govern board operations? Is there an effective committee structure that involves all members in board work? Do any of the bylaws need to be revised to more accurately reflect the true workings of the board?
3. Are board meetings run in a business-like manner with a minimum amount of time devoted to unimportant matters?

4. Does the board meet monthly at a regular time with an agenda and relevant documents distributed in advance? Are minutes compiled and mailed to members following the meetings?

5. Are arrangements made to ensure that the library director/manager attends board meetings and committee meetings?

6. Does the board work closely with municipal governing agents who appoint trustees? Are qualifications and duties clearly stated? Are terms of appointment limited? Does the board represent the whole community? Has the board done everything it can to improve cooperation with local government officials?

-
7. Do board members and each library maintain an up-to-date policy manual? Do any policies need to be reviewed or added?
 8. Has the board adopted a written statement of goals and objectives which serves as the basis for services and activities?
 9. Is there a step-by-step long range plan for the future growth and development of the library?
 10. Does the board work systematically to assure adequate current and future library funding? Does the board systematically evaluate itself, the director and library plan annually?

Self Evaluation for Trustees

Am I willing and able to accept my personal responsibilities as a member of this board, and devote the time required performing my duties?

Do I attend scheduled board meetings on a regular basis?

Am I on time and fully prepared, having read the materials in my board packet and reviewed the agenda items so that I am ready to discuss them?

Do I participate in the deliberations, giving full consideration to the views of others showing respect and tolerance for alternative opinions?

Am I willing, when called upon, to participate in board committee assignments?

Ask Yourself These Questions

Do I stay informed on issues that could impact my organization, whether local, regional, state or national in consultation with the CEO?

Am I willing to work in a collaborative manner with my fellow board members, director/manager, and community leaders on issues pertaining to the sustainability of quality programs and services.

Do I understand and accept my role as a board member in working with my library director/manager in a professional manner with mutual respect for the separate responsibilities we each have in the governance and management of the library?

Am I willing to accept my responsibility as an informed advocate for my library's goals and programs, and participate in board development sessions to improve my skills and knowledge as a member of the board

Library Advocacy

Write

Articles for newsletters and local papers

Social networking/web presence

Why?

- Tell your own story in your own words
- Direct communication with those people you claim to serve
- Every post, article or editorial piece will add to the publicity of your organization and (hopefully) it's credibility.
- Once the publication is created you can share the links or copies of the print material with your supports/friends and most especially the people who don't realize what you have to offer!

Library Advocacy

Public Speaking

There are always groups looking for speakers—but NOT the fundraiser speech—share what you know about your library.

Being there in person gives them a personal interest—they get to ask questions—you get to be certain that they really understand what you are saying.

Record yourself and stream the video through your website!

One prepared voice—does not have to be the director or the board president—use the “faces” you have access to...

Library advocacy

One on One Conversations

Talk to one person per week—schedule a breakfast/coffee/library tour

Ask that one person for the names of 3 others and ask if he/she would call them to make an introduction for you—work the existing relationship—do not cold call!

Then call those people and invite them to tour the library!

Don't ask them for anything, just use the tour to introduce them to your library and find the connections between their interests and passions and your services.

Follow up. Make some kind of contact with them monthly.

Your 30 second commercial: engaging anyone anywhere

Places to start

- Personal library experiences
- Library mission statement
- Library history
- Library calendar
- Quotable facts about Arkansas Public Libraries
- Library as the heart of a community
- Great library quotes

Dealing with the media

Your idea—promotion

Their idea—sensation

Do you have a PR person?

- Designate ONE spokesperson authorized to speak to the media.
- In close contact with the board, coached by a PR firm and your attorney

Community Outreach Ideas

- ▶ Link on other community websites
- ▶ Store windows—displays
- ▶ Street banners
- ▶ Electronic marquees—freebie between the paying customers
- ▶ Utility bills/county and city employee paychecks
- ▶ Church bulletins
- ▶ Movie theaters
- ▶ “backpack express”= send it home with school kids
- ▶ Yard signs

Restaurant placemats/counter signs

Postcards

Email signature

In-home gatherings—Book Babes “party”

Daycares and preschools

Social service agencies

Unemployment offices

Realtors

Games/sport programs/programs

Parks and recreation centers

Friends of the Library

A local group of library supporters who will work together as a non-profit group to help the library with projects, services, and other needs.

- Raise money needed by the library
- Volunteer to serve as needed with library tasks and programs
- Advocates for the library in the community
- **Have policies in place for how the library will or will not accept gifts/money/donations/services from the friends group**
- **Make sure the either the library director or a board member attends Friends group meetings and ask that a representative from their group attend your board meetings.**
- 80/20 rule Friends use 80% of what is raised annually to the benefit of the library and keep 20% for administrative purposes

Foundations:

Library foundations usually differ from Friends groups in the amounts of money they raise with larger events, or in the larger sums of money donated through gifts or endowments.

- A new building

- Long term emergency funding

Have policies in place on how the library will accept, access, use or decline monies, gifts, items, or services from the foundation

Associations and Continuing Education

The Arkansas Library Association

<https://arlib.org/>

American Library Association: United for Libraries

<http://www.ala.org/united/>

Sub-divisions for trustees

Training opportunities and materials

Communication and idea sharing

Lessons learned

News and updates on important library issues

Arkansas State Library Continuing Education Calendar

www.library.arkansas.gov/CEcalendar

Acronyms & Abbreviations

ADA Americans with Disabilities Act
<http://www.ada.gov/>

ALA American Library Association <http://www.ala.org/>

ALSC Association for Library Service to Children
<http://www.ala.org/ala/mgrps/divs/alsc/index.cfm>

ALPS Arkansas Library Paraprofessionals
<http://www.library.uams.edu/alps/alps.htm>

ALTAFF Association of Library Trustees, Advocates,
Friends and Foundations (National)
<http://www.ala.org/ala/mgrps/divs/altaff/index.cfm>

ArLA Arkansas Library Association
<http://www.arlib.org/index.php>

ASL Arkansas State Library <http://www.asl.lib.ar.us/>

BIP Broadband Initiatives Program
<http://www.broadbandusa.gov/>

BOT Board of Trustees

BTOP Broadband Technology Opportunities Program
<http://www.broadbandusa.gov/>

CIPA **Children's Internet Protection Act**
<http://www.fcc.gov/cgb/consumerfacts/cipa.html>

DIS **Department of Information Services**
<http://www.dis.arkansas.gov/Pages/default.aspx>

DOA **Department of Agriculture**

E-Rate **Federal reimbursement program for library telecommunications costs**

FCC **Federal Communications Commission**

<http://www.fcc.gov/>

GIF **General Improvement Funds**

<http://www.arkleg.state.ar.us/assembly/2009/R/Acts/Act1443.pdf>

IFC **Intellectual Freedom**
<http://www.ala.org/ala/aboutala/offices/oif/ifgroups/ifcommittee/intellectual.cfm>

ILL **Interlibrary Loan**

IMLS **Institute of Museum and Library Services (Federal)**
<http://www.ims.gov/>

ISBN **International Standard Book Number**

A unique numerical commercial identifier for almost every book published. Created in 1966 by Gordon Foster for W.H.Smith booksellers, the ISBN increased in 2007 from the original 9 digit format to 13 digits (so that it's format is compatible with Booklands EAN-13s)

ISP **Internet Service Provider**

ISSN **International Standard Serial Number**

Basically, an ISBN for magazines and journals

LC (LOC) **Library of Congress** <http://www.loc.gov/index.html>

LITA Library & Information Technology Association

<http://www.lita.org/ala/mgrps/divs/lita/litahome.cfm>

LLAMA Library Leadership and Management Association

<http://www.ala.org/ala/mgrps/divs/llama/index.cfm>

LSTA Library Services and Technology Act (Federal)

MARC Machine Readable Cataloging—standard for Libraries

OCLC Online computer Library Center Bibliographic utility
for ILL & MARC records

OIF Office of Intellectual Freedom

OITP Office of Information Technology Policy
<http://www.ala.org/ala/aboutala/offices/oitp/index.cfm>

OLA Office for Library Advocacy

OPAC Online Public Access Catalog

PLA Public Library Association (division of ALA)
<http://www.pla.org/ala/mgrps/divs/pla/index.cfm>

RFID Radio Frequency Identification Technology

RFP Request for Proposal

RUS Rural Utilities Services
<http://www.usda.gov/rus/>

YALSA Young Adult Library Services Association
<http://www.ala.org/ala/mgrps/divs/yalsa/yalsa.cfm>

Resources

- ALA website <http://www.ala.org/>
- ALTAFF website
<http://www.ala.org/ala/mgrps/divs/altaff/about/index.cfm>
- Arkansas Public Library Laws Annotated
- Complete Library Trustee Handbook ALTAFF
- Golden Rules
<http://midhudson.org/trustee/orientation/BoardOrientation.pdf>
- Georgia Public library Service Board Orientation Toolkit
- http://www.georgialibraries.org/lib/publications/trustee_orientation_kit.pdf
- Handbook for Library Trustees of New York State
<http://www.nysl.nysed.gov/libdev/pltrust/handbook/#Duties>
- Massachusetts Board of Library Commissioners
http://mblc.state.ma.us/advisory/trustees/trustees_handbook/ch02s10.php
- Trustee Essentials:
A Handbook for Wisconsin Public Library Trustees
<http://dpi.wi.gov/pld/handbook.html>

